

Comments

PAO Routing Slip

SUBJECT: _____

LOG NO: _____ DATE OF ITEM: _____ DATE RECEIVED: _____

25X1A

Name Date In Date Out Initials COMMENTS:

D/PAO Comments:

A/PAO Comments:

DISPOSITION:

ACTION: _____

COORDINATE WITH: _____

SUSPENSE DATE: _____

FILE: _____

DESTROY: _____

CLASSIFICATION: _____

SECRET

MEMORANDUM FOR: [REDACTED] D/PAO
FROM: [REDACTED] PAO
SUBJECT: My Reactions to PAO FY 81 Study Plan (U)

5.2 ELINT APPLICATIONS: A study such as the one described should be done only if the low orbit decision is postponed. Otherwise, we are locking the barn door after the horse has been stolen. Furthermore, the existence of this study in our plan reinforces OMB's argument that the decision should be postponed. (S)

9.6 INFLATION MARKET BASKET: What about the Community Working Group on Inflation? (C)

9.7 THIRD WORLD COLLECTION STUDY: This study should be headed by one of the [REDACTED] team members so that it will be possible to relate the two studies as well as to preserve the empirical, output-oriented approach of the [REDACTED] study. (C)

10.2 FUTURE ADEQUACY OF NATIONAL SIGINT SYSTEMS: Can we really expect NSA to ask themselves hard questions? I predict that this study will only result in more bleeding about the changing environment if NSA is asked to do it. (S/CCO)

GENERAL COMMENTS:

Is there an overall theme to the program as described (I see none) or have we merely chosen those attractive activities that are also feasible? (U)

The principal investigator assignments seem to be an unbalanced use of PAO's staff. (U)

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WORKING COPY

3 October 1980

MEMORANDUM FOR: D/PAO

FROM: [REDACTED]

SUBJECT: PAO Study Plan

REFERENCE: PAO Memorandum, dated 2 October 1980; Subject:
PAO Study Program for FY 1981 (U)

Ad:

I have just seen your memorandum of 2 October on the PAO Study Plan for 1981 which, you allege, "resulted from a review by Moe, Dave, Harvey, Pat," and yourself. The studies listed in your memorandum may have emerged from the two-hour meeting which we held in your office on Tuesday, but only after considerable further deliberations to which I was not privy. I am dismayed at being presented with a list of studies, for many of which I have been designated either Project Leader or Principal Investigator, without having had that list first discussed with me prior to circulation throughout PAO. I am equally disconcerted at learning only through this list, those analysts whom you anticipate would work on studies to be supervised by me. I expect that I will be given adequate opportunity to review a revised PAO study plan before it is sent outside PAO for review.

My specific comments follow:

5.1 Output Study: Willie may need help eventually with this study, and Sally would be the logical choice. It is my impression that she would welcome the opportunity and Willie would be pleased with her assistance.

6.1: Roger is less than enthusiastic about continuing with this study. It might be more sensible to have Roxanne work on this rather than on R&D. The thrust of the study has changed. The initial report did concentrate on the seven posts listed. This was a pilot effort. The continuing work will focus on Attache role in increasing HUMINT reporting in the Persian Gulf and Caribbean/Central American areas.

7.1: I am uneasy about "Crisis Anticipation." This subject must be far more clearly defined if we are not to encounter problems with other portions of the Community, including CT.

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SUBJECT: PAO Study Plan

7.2: I was amazed, to say the least, to see that I was to be Project Leader for Third World Data Bases since this had never been discussed with me. I have no objection to following the work currently being done in DIA but would wish to give a great deal of careful thought as to just what a PAO study in this field should encompass.

7.3: As you know, I have long felt that post mortems should be a portion of RMS' responsibility, but doubt that anyone else (outside the IC Staff) in the Community shares this view. If we get permission to do such a study, CT must be involved. This whole proposal must be very carefully thought out if, [REDACTED] agrees we can "have a go."

9.2: I have no problem with the [REDACTED] monitoring role assigned to me.

9.3: Ditto for Linguist Shortfalls. I welcome Roxanne's participation.

9.7: The "Third World Collection Study" can be undertaken only after the most careful preparation and coordination with CT--particularly with NCPO. I should like to be involved, if only peripherally, if this should actually take place.

Distribution:

Orig-D/PAO

1-DD/PAO

1-PAO [REDACTED]

1-PAO [REDACTED]

1-PAO [REDACTED]

1-PAO Subject

1-PAO Chrono

DCI/RM/PAO [REDACTED] lsg (x-1215--10/3/80)

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Approved For Release 2001/12/04 : CIA-RDP83M00171R002100090004-2

Handwritten: (initials) file

3 October 1980


MEMORANDUM FOR: D/PAO

FROM: 

SUBJECT: Proposed Study Plan

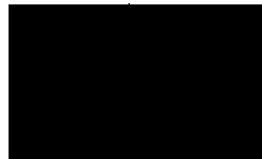
1. The proposed study plan has a series of major deficiencies that do not flatter a staff devoted to systematic assessment. (U)

2. First, the proposed plan has neither a clear focus, a clear objective, nor a clear reference to system cost. Proposals range from 1-2 hour efforts in support of the Budget Review to massive, amorphous, undefined research topics. This range does not in any way manifest a consistent consideration of PAO resource utilization either with respect to full employment or calendar time. (Is this plan for the next 3 weeks, 3 months, or 3 years?) (U)

3. Second, the proposals seem to be largely unrelated either to last year's work or to each other. To be sure we note carryover work, but these carryovers seem trivial in some cases (perhaps the exhaustive array of imagery follow-ons) and unwarranted in other (ELINT applications after all major ELINT decisions have been made?). I foresee a great danger in our approach to the Third World issue if we don't carefully coordinate AAC and the Third World collection effort. The likely result will be integration of the quality witnessed in the  efforts. (Recall John's surprise to find little or nothing in common with the two efforts.) (C)

4. Finally, the staffing, even though admittedly sketchy, seems unrealistic and rather willy-nilly. (U)

5. Since Pat has advertised this proposal as a stimulant to discussion, I'm certain that these remarks will be accorded the same latitude. (U)



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Approved For Release 2001/12/04 : CIA-RDP83M00171R002100090004-2

1 October 1980

NOTE FOR: D/PAO

25X1A FROM: [REDACTED]

SUBJECT: Comments on PAO Study Plan

1. The following comments are keyed to the Subject Categories described in your memo of 2 October 1980.

Subject
Category

Comments

25X1A 7.1

[REDACTED] has expressed an interest in being the principal investigator on the [REDACTED] I recommend we both monitor this activity, with [REDACTED] taking the lead. 25X1A

25X1A 9.4 and 9.5

I would like to be among the principal investigators on both the PAO MIS and the Budget Ranking methodology studies, if they are undertaken.

9.7

This study is a new one that needs a lot more thought. As stated, the study belongs more naturally to CTS. I think it would be a mistake to include this study, as currently described, on a list sent to CTS before we better understand what NCPO is doing in this area.

2. In addition, before distributing this list outside PAO, I think we should try to estimate the level-of-effort involved in each study. As currently described, the efforts required vary considerably across subjects, and, in total, *are* not balanced across the staff.

are

25X1A [REDACTED]

~~SECRET~~

3 October 1980

MEMORANDUM FOR: D/PAO

25X1A FROM: [REDACTED]
 SUBJECT: PAO Study Plan for 1981.
 REFERENCE: Memo dtd 2 Oct 80, same subject

The comments of this memo on the reference are restricted to a few specific "studies" addressed in the lists.

- o Concerning the Defense Attache Office study (6.1) listing me as principal investigator, I believe there are better choices than myself for completing the work. [REDACTED] concurs in this position. My primary concern is that this study doesn't take advantage of any of the several special aspects of my background and experience that I bring to RMS/PAO. It also is not highest on my "interests" list. 25X1A
- o The proposed study in Crisis Anticipation (7.1) was based on a suggestion which I originally made. While it was first published in the Contingency Study, its application is much broader than contingency support. Besides being an area of great interest to me, this study would make some use of my background. [REDACTED] and I have discussed this and both feel a joint effort on our part would be most fruitful. 25X1A
- o If at some future time, the two studies on the deleted list [REDACTED] and "Soviet Technical Intelligence Collection" (9.2) and and Satellite [REDACTED] should be resurrected, my background would fit these very well. 25X1A
- o The proposed study, possibly by CIA, on Emplaced Sensors (10.3) is in an area where I have several years of CIA experience. It isn't clear to me what, if anything, should be done but if PAO is to play any role, I would definitely want to be involved.

25X1C

[REDACTED]

25X1A

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6 October 1980

25X1A MEMORANDUM FOR: [REDACTED]
Director, Program Assessment Office

25X1A FROM: [REDACTED]
Program Assessment Office

SUBJECT: FY 81 Study Plan (U)

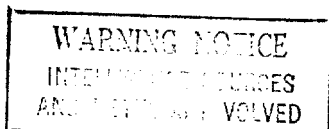
1. The plan looks somewhat ambitious given the existing staffing and anticipated restricted funds available in FY 81. Following modifications are suggested in the interest of resource efficiency, and level of impact:

- a. Combine the Productions Study (5.1) and Post Mortem efforts (7.3) into ~~broader~~ ^{single} topical area. (U)
- b. Defer any direct efforts, except monitoring, on the Third World Data Bases (7.2) and Crisis Anticipation (7.1) until DoD is further along. While RMS/PAO should monitor/keep track of progress, etc., it seems these products are more properly in purview of DoD military and other intelligence staffs and it would be too early for RMS to get deeply involved. (C)
- c. In long term benefits, PAO Management Information System (9.4), RMS Budget Ranking Methodology (9.5) and Funding of Intelligence Systems (9.5) (proposed for PBO) are most significant efforts. (U)

2. I would like to participate in the PAO Management Information System Study or Production Study. I do not think I could contribute to Third World Data Base Study. (U)

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